

The Lean-Quality Newsletter



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Rapid Improvement Events (RIEs)

- An RIE in the Technology Transition common process occurred from 27 February – 3 March. Facilitated by Edna Gigon and Scott Bumgarner (Black Belts), with the assistance of Murthy Bettadapur and Christine Knott (Green Belts), the effort focused on improving the front end of the technology transition process – specifically, on increasing the number of “smart starts,” and on increasing the number of transitions to the customer. This effort was championed by Bob Kaczmarek. One of the primary outcomes of the RIE involved a proposal to draft three Technology Transition Teams, which would focus on establishment of Technology Roadmaps, and the assessment of customer needs and emerging technologies, to meet warfighter needs. These three teams would then be piloted in three different technology areas across IHDIV for six months. Productivity improvements would include increased technology to the warfighter, improved internal/external communication, improved coordination and control of technology transfers, and an enhanced reputation for IHDIV. Among the team members for this RIE were: Bob Kaczmarek; Dorothy Cichra; Jack Nial; Matthew Sanford; K.C. Elliott; Bob Rast; Tom Cannon; Craig Wheeler; Ed Tersine; Tim Hennesey; Lawrence Fan; Kevin Gessner; Pablo Lopez; Stella Jackson; Rich Low; Chris Reams; and David Olson.



- During 13-17 March, Damaris Kaminski and John Ross, Black Belts, facilitated an RIE that focused on transporting and accepting explosive waste at the Strauss Avenue Thermal Treatment Plant (SATTP). This effort was championed by Darrin Krivitsky. A new process was developed, in which SATTP personnel picked up explosive hazardous waste, reducing the number of personnel involved and the wait time at the site. Variability was also reduced

through standardization of the methods for identifying waste identified for disposal. After the RIE was finished, the process was reduced by approximately 780 hours per year. In addition, the annual distance traveled by transportation vehicles was reduced by 4,512 miles. Team members for this event were [pictured l to r]: Dip Sengupta; Nancy Burroughs; Rae Azorandia; Rob Raines; Debbie Woolford; and Jim McGuigan.

- Streamlining the acquisition planning and procurement time was the focus of an RIE that occurred on 24-28 April. Facilitated by Edna Gigon and Damaris Kaminski (Black Belts), with the assistance of Cindy Yeager and Bernie Wackerle (Green Belts), the effort was aimed at reducing the overall acquisition cycle time. This RIE was championed by Harvey Camp. By the time the event was completed, improvements included: reductions in procurement department flow times of 36% for Small Acquisition Purchases (SAP) and 25% for Large procurements; and reductions in touch time of 8% for SAP and 34% for Large procurements. Team members for this event included [pictured l to r]: Miguel Deleon; Margie Tomkiewicz; Linda Brady; Debbie Clark; Donna Wood; Renee Brown; Ruth Adams; Brian Vos; Penny Kennedy; Connie Murphy; Laura Kowalczyk; and Bernie Wackerle (note, Cindy Yeager and Joe McClure are not pictured).
- An X-ray process improvement RIE occurred on 1-5 May. The event was facilitated by Karen Burrows (Black Belt) and Steve Tuinstra (Black Belt candidate), with the assistance of Matt Blachek and Gina Cucco (Green Belts), and BESCorp Sensei Jim Higgins. Efforts focused on decreasing labor hours expended per inspection, and reducing the turnaround time from service request until final report generation, in T Directorate's X-ray operations. Preliminary results of the RIE included projected reductions of 16% in the hours per order, 60% in the production cycle time, and 5S scores that increased from 1's to almost 3's in several cases. Team members included [pictured l to r]: Mike Robey; Bruce Bulls; Westley Johnson; Danny Krouse; Donald Robey; Lonnie Klahr; Nathaniel Woodland; Mark Koch; Matt Blachek; Veljean Thompson; Wendell Brown; Frank Martin; Gina Cucco; Tim Boyd; Steve Tuinstra (hiding behind Tim); John Ridge; Rashea Jackson.



Miscellaneous

Second Organizational Assessment is Just Around the Corner

Task Force Lean (TFL) representatives will be on site 6-7 June conducting IHDIV's second Lean Organizational Assessment (OA). As with the first assessment, TFL personnel will tour facilities where process changes have occurred, interview Leadership and selected personnel who have participated in Lean activities, and review IHDIV's effectiveness in implementing NAVSEA's Lean Deployment Model (LDM). IHDIV scored a 0.4 out of a potential 3.0 in the first OA – a relatively good score given it was IHDIV's first year of LDM deployment. A 1.0 corresponds to utilizing a basic batch approach for value creation and support processes, whereas a 3.0 is comparable to the Toyota mode of operations. [Note, during a first OA, IHDIV's score was high compared to other Warfare Centers.] How will it do this year? Stay tuned and I'll let you know.

If you do what you've always done, you'll get what you've always gotten.

– Anonymous

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